

Branded Restaurant Operations

December 2006/January 2007



Welcome

It's hard to believe another year is right around the corner! As 2006 draws to a close I look back with heartfelt appreciation on the accomplishments of the past year.

Our program continues to grow and 2006 was another good year. We helped open 10 new units for a total of 63 MWR Branded Restaurants. Sales exceeded \$20M with NIBD reflecting \$2.3M or 11.3%, our best year ever! Additionally, same store sales at 33 locations increased a robust 11%. The F&MWRC team changed a bit, as we welcomed Kerry Soccodato, Marco Rosa, Jon "JB" Bullard, and Virginia Gouin to the team. We also sadly said good-bye to Jason Henderson and Lisa Holland.

We hosted a very successful Unit Managers' Conference at the AFRC Shades of Green resort in early February and showcased the Java Café brand at the August MWR Conference in Louisville. We now have 7 locations operational with 20 more active projects in design or construction.

Though it's been a year filled with excitement, we're already looking forward to the challenges that the New Year brings. World events have changed the way we do business, and process improvement coupled with innovation will remain our keys to success in the future. However, the cornerstone of our success must always revolve around delivering exceptional guest service to those we serve.

While the holidays can be full of fun and activity for some it can be a very lonely time for others; especially those away from family for the first time, or those experiencing the separation of a loved one. Instill in your staff the importance of creating a warm, inviting holiday feeling for your guests. Decorating your facility for the holidays and providing exceptional guest service is just another way that your facility will stand out from the rest.

We certainly have a lot to be thankful for this holiday season. On behalf of the entire MWR Branded Restaurant Operations team from our families to yours, we wish you Happy Holidays and a prosperous and successful New Year!

As always, keep e-mailing us your ideas, thoughts and comments so we can continue sharing them with our growing family of MWR professionals. Here's to your success!

Roger Weger
Chief, Food Services Division



Let's talk **PICKLE**, shall we?

"A favorite restaurant is like an old, comfortable pair of shoes. It may have a few miles on it and a certain 'air' about it, but each encounter reminds you why you don't dare replace it". **Anonymous**

Well said! Comfort is what it's all about...and your PICKLE is a big part of what creates that comfort. Familiarity is achieved through consistency, and consistency is achieved through a consistent training program.

Since our last encounter right here in PICKLE land, have you thought further about who those ever-valuable PICKLE people are on your team...those that provide your deserving patrons with excellent service and reliable products day-in and day-out? My guess is that you know exactly who those staff pro's are whom you can rely on to train your new team members.

With that said, the next step in the PICKLE process is to formalize your training program. What you're looking to create is a step-by-step training regimen that your chosen PICKLE people will utilize in developing newcomers to the team. The most effective way to begin that process is to enlist the support of those very Pickle people that you've decided can get the training job done correctly and consistently.

So what are we waiting for? Start by having your key folks write down what they do as they go about a typical day on the job. This may take only a couple shifts for some; maybe a couple weeks for others. The point is to get your star performer's wheels spinning on what they do and how they do it. Through this process your folks may also discover methods to improve what they do and create further efficiencies. Additionally, let's not ignore the most under-appreciated aspect of enlisting your valued staff members in almost any task...recognition of the good work they do, expectation of their support, and that you value their opinions. This is what good teams are built on.

If this sounds to you like the beginnings of putting **performance standards** together, you'd be correct! If you already have them, that's OK...they may be in need of updating or fine tuning anyway. Get your folks to do some of the heavy-lifting in terms of further developing these standards. This creates buy-in as well as focuses everyone's attention on the requirements of creating a real-world, thorough and effective training program. Once fully developed, the **performance standards** will serve as the source documents from which each job's training outline is based. It's an undertaking with a truly useful application...that being the vital training of your staff to produce consistent menu items and services culminating in more guests thinking of you as *their* favorite restaurant.

Translation: More PICKLES!

Tune into next month's edition as we'll further define the correlation between standardized position descriptions, performance standards and developing a sound training program to give away more of your PICKLES.

Until then, enjoy the holiday season and don't forget to leave Santa a cold PICKLE and a warm glass of milk! (POC: Brad Puterbaugh (703) 508-2593 or email: Brad.Puterbaugh@cfsc.army.mil)

Unit Managers Training

In our continuous effort to operate more efficiently and wisely utilize vital NAF resources, we'll be starting a new Unit Manager Training initiative in CY2007. Our Comprehensive Unit Managers Training will be conducted every two years (versus yearly as has been done in the past). For FY07, instead of our usual Unit Manager Training, we will partner with IMCEA to conduct a team meeting and training at the NRA in Chicago. By partnering with IMCEA and conducting our team meeting and training in conjunction with the NRA, we leverage the benefits of IMCEA sponsored training, associated larger attendance, and a consolidated awards banquet.

We're currently attempting to gain total trip funding for one individual from each of our "Best in Class" award winning installations, and also to fund the IMCEA registration fee for one individual from each of our other branded restaurant operations, and also one individual from each respective Region. There will be more information published shortly on our '07 meeting, but I wanted to provide some advance notice that we would not be conducting our usual Unit Managers Conference in 2007. However, we're tentatively planning on conducting our Comprehensive Unit Managers Training Session in early February 2008 at the Shades of Green. (POC: Jeff Willis (703) 681-5227 or email: Jeff.Willis@cfsc.army.mil)

Getting Back to Basics: LTO you Say?

Limited Time Offers (LTO's) are a great way to jump start business, break the monotony of the same old menu offerings for guests and team members and provide a great avenue for test marketing the particular item without having to reengineer your menu boards or spend any money. Most importantly, LTO's are great vehicles for testing new products to see if they'd be suitable for permanent menu placement.

Over the last several years, F&MWRC Branded Restaurant Operations has invested in developing a centralized LTO program to leverage the advantages of bulk purchasing and standardized design costs. Every Branded Restaurant has access to the prafulfillment.com website to order products, supplies and marketing materials provided at no cost as a part of our program. If you haven't visited the website in a while, please take the time to review and see what's now available at your fingertips. The site and offerings have recently been updated to offer more to you with just the click of a button.

When you decide to offer an LTO, the process is simple. Go to the prafulfillment.com website and scroll through all the recipes and materials and decide for your unit which LTO you'd like to offer. Once you decide, print out the recipe, marketing material, suggested marquee statements, radio scripts and all the good fun stuff to get the word out. Don't forget to go to the supplies section of the website and order your promotional posters and door static clings. After printing out the recipe, review all the recipe product specifications and order the required products through your Joint Service Prime Vendor. Obtain the cost price on the items and build the recipe in FoodTrak or RecTrac to establish the cost and then the price point. Set a planned date to roll out the LTO. In the meantime, start working with your Marketing department in getting the word out on the promotion, along with the start date. Get with your IM department and build a separate key on your point of sale register to track sales. Once the product is received, take a little time to build the recipe and try your best to have the product look like the photograph (your Area Manager can assist with this). Once you have mastered it, schedule training times with your team members to review and prepare the item(s) as required for a successful roll out. Take the time to ensure your team members all know how to prepare and present the item correctly.

Preparing the recipe correctly is not the only training that needs to be accomplished. Be sure your team members are knowledgeable about the product, especially your cashiers, as they're on the front line answering questions from the guests. Furthermore, be sure they're using suggestive selling techniques as well.

Now that you are ready to roll out the LTO, place the promotional LTO posters and static clings on the doors and make it happen. Be sure to include the price point on the posters.

Once the product has been rolled out and the guests are hopefully enjoying the product, talk with your team members to see if there are any process improvements that could be made to deliver the product in a streamlined process without hampering quality. Make changes as necessary or continue with the initial established process.

As we know from past experiences some promotional items are extremely strong in certain markets and do not do as great in others. Track the sales on a weekly basis and talk with your guests. This will provide you the best picture about the LTO you have selected. If it's a success, the numbers will show it. Continue to track sales over the next 30-60 days and analyze the data. After 60 days you can make an informed business decision if the item should become a permanent menu item or discontinue the LTO.

As you embark on your first LTO, please be sure to seek advice/assistance from your F&MWRC Branded Restaurant Operations Area Manager. Your Area Managers knowledge and experience in rolling out an LTO can be invaluable for a successful promotion. (POC: Michael Amarosa, CMCE (703) 508-5781 or e-mail: Michael.Amarosa@cfsc.army.mil)

2006 Military Idol

The 2006 Military Idol has been named; Specialist Vicki Golding, a percussionist with the D.C. National Guard's 257th Army Band won the second Military Idol competition. Specialist Vicki Golding used the contrasting styles of Stevie Wonder and Barbra Streisand to win the military singing contest Nov. 5 at Wallace Theater at Fort Belvoir. Staff Sergeant Angelo Johnson of Schofield Barracks, Hawaii was the Military Idol runner-up. Sergeant Quanda Brown of Fort Lee, VA finished in third place. Congratulations not only to the performers but to all the host locations for their participation in the 2006 Military Idol promotion. (POC: Kristen Kea (703) 428-6119 or e-mail: Kristen.Kea@cfsc.army.mil)



Texas Hold'em

Tired of having to dust off those chairs at the bar? Looking for a way to increase your business....Well, hold on to your hats....Information on the FY07 F&MWRC Texas Hold'em Tournament is on its way to a Director of MWR nearest you. This is a great way to pack the house and increase your bottom line. Don't miss out on this money making opportunity. It is an entertainment program that your customers will be clamoring for you to do again. The letter and application form is being sent through IMA to your Installation DWMR. Applications will be accepted on a first come first serve basis and the deadline for applications is 4 December 2006.



(POC: Doriann Fengler (703) 428-6089 or DSN 328-6089 or email: Doriann.Fengler@cfsc.army.mil)

For more information about these promotions and upcoming promotions from Events Division, check out www.mwrpromotions.com.

What's New from Virginia?

Hello again, and happy holidays! I'd like to thank those of you who took time to send in comments or provide feedback about the new look of our website.

If you haven't been to our website yet, we'd ask; why not? I understand if you've been busy shopping with the Holidays just around the corner. Once you've had an opportunity to complete your shopping, please take a look at the new look our MWR Branded Restaurants website. Here it is as promised, with a click of your mouse: http://www.armymwr.org/home/Show_file.asp?fileID=456.

Our Webmaster Rob Dozier and I have been diligently working to provide you a new, fresh look to our website. Upon your review, I think you'll agree that Rob has done a fantastic job! As a start, our home page links up to a variety of our topics.

Have you met our team? If not, I'm proud to introduce them to you. Please click the link to view. http://www.armymwr.org/home/Show_file.asp?fileID=984. Hope you enjoyed having the opportunity to meet them! Reach out and touch them with an e-mail or a phone call. Our goal is to ensure your MWR Branded Restaurants Team is here to support and assist you in achieving excellence and success in your program.

Yes...and this is only just the beginning! We continue to work on additional links, tools and resources that will better serve you and remove some unnecessary stress. We're also developing and testing a chat-room forum that will allow you to address issues instantly on line. As a result of Department of the Army regulations, we must do this by using Army Knowledge Online resources. Once we sort out all the challenges, we'll provide you the details.

Please continue to share your feedback and allow us the opportunity to better service and support you! Wishing you and your family a very festive, blessed holiday season! (POC: Virginia Gouin (703) 681-5212 or email: Virginia.Gouin@cfsc.army.mil)

Success Story: "Optioned In" or "Opt-In" Program

The success of Peter Loo at the Hale Ikena, Hawaii, led to an adoption of a standard MWR Branded Restaurants "Optioned In" or "Opt In" marketing tool. Serving as one of our premier Unit Managers, Peter sought out ways to increase our customer base and sales revenues.

Peter began by sending weekly e-mails to his guests. The e-mails included information on lunch buffet menus, a summary of what was happening at the Hale Ikena, Sunday Brunch, Mulligan's Hawaiian Luau, golf and other food event promotion announcements. This practice that is called the "Opt-In" program resulted in a 35 percent increase in sales and increased community awareness of the various programs. Peter further stated that "we are a Community Club at the Golf Course and we have many opportunities for guests to utilize our facilities. Each time a guest brings another guest, our guest database increases. An example of a recent success occurred on Professional Assistants' Day. We had 50 guests from the State of Hawaii attend a luncheon. With the exception of one

person, this was first time any one of the other guests had ever stepped into our facility. We now have 49 new customers. We had a similar experience with Federal Aviation Administration employees that resulted in 35 new customers. These two functions occurred simply because of our decision to contact/communicate to our guests by using e-mail.”

This initiative inspired John O’Keefe, MWR Business and Marketing Programs Chief, US Army Installation Management Command, Pacific Region, to suggest that US Army Family and MWR Command adopt the “Opt-In” program as a best practice for all MWR Branded Restaurants.

The implementation of the “Opt In” program will bring more community awareness to both MWR Branded Restaurants and Installation MWR Programs. Stay tuned by clicking: www.ArmyMwr.org and navigate to MWR Professionals and subsequently to MWR Branded Restaurants for more information about this program. Congratulations to Peter Loo for a job well done! (POC: Virginia Gouin (703) 681-5212 or email: Virginia.Gouin@cfsc.army.mil)

Test Your ServSafe Knowledge (See Page 8 for Answers)

1. Which is *not* a safe method for thawing frozen food?
 - a) Thawing it by submerging it under running potable water at 70 degrees Fahrenheit (21 degrees Celsius) or lower.
 - b) Thawing it in the microwave and cooking it immediately afterward.
 - c) Thawing it at room temperature.
 - d) Thawing it in the refrigerator overnight.
2. Poultry must be cooked to a minimum internal temperature of
 - a) 155 degrees Fahrenheit (68 degrees Celsius) for fifteen seconds.
 - b) 145 degrees Fahrenheit (63 degrees Celsius) for fifteen seconds.
 - c) 165 degrees Fahrenheit (74 degrees Celsius) for fifteen seconds.
 - d) 135 degrees Fahrenheit (57 degrees Celsius) for fifteen seconds.
3. When reheating potentially hazardous food, reheat the food to
 - a) 155 degrees Fahrenheit (68 degrees Celsius) for fifteen seconds.
 - b) 145 degrees Fahrenheit (63 degrees Celsius) for fifteen seconds.
 - c) 165 degrees Fahrenheit (74 degrees Celsius) for fifteen seconds.
 - d) 135 degrees Fahrenheit (57 degrees Celsius) for fifteen seconds.

Moderation is the Key to Surviving Holiday Eating

This time of year most of us have plenty of things to be thankful for; one of those things being the wide variety of decadent food so easily available to us. Not only do we have so many wonderful things to eat, but it usually is combined with several festive social gatherings.

However, just because the food is there doesn't mean you have to abandon all of your healthy eating habits. During this time of the year it's especially important to enjoy things in moderation. I've compiled some tips on how to create a “social success strategy” for the holiday season.

- Don't arrive at any social event hungry. Drink a big glass of water (or two) before cocktail parties where hors d'oeuvres are served. Snack on fruit or raw veggies before you arrive at any event.

- Don't make the evening revolve around only the meal. Once you've eaten, get up and take a short walk, socialize with family and friends, or maybe even start a party game. All these things will help get your mind off what's sitting on the table.
- If you're doing the cooking, season dressings and side dishes with onion, garlic and other spices. Go easy on the salt and gravy. You can use chicken broth in place of butter for some dishes. It will save you loads of calories and unwanted fat grams!
- Offer to be the designated driver so you can avoid high-calorie alcoholic drinks. The average beer contains anywhere from 90 to 200 calories, depending on whether it's light or stout; a glass of wine ranges between 85 and 120 calories; and mixed drinks vary with the type of mixer being used. A four-ounce whiskey sour is about 170 calories while a 12-ounce Long Island Iced Tea is 789 calories. If you are drinking, just remember to drink in moderation.
- Don't gorge yourself just because the food is there. If you know you want some of your favorite aunt's world-famous pumpkin pie (family famous, at least), go easy on the mashed potatoes and gravy. If you want to try everything, just make it in smaller portions.
- Be honest with yourself: Realistically, you're probably not going to lose weight during the holidays, so just aim to maintain your current weight. If you plan on overindulging, try banking some calories. Fit in a workout (even a short one) the same day of any big holiday meal. You'll feel better, have more energy to get through the day and may even want to eat less.

Remember, you should enjoy your family, the food and the day, but don't throw away a year's worth of healthy living for whipped cream-topped pumpkin pie -- no matter how good it is. (POC: Marco Rosa (703) 508-5212 or email: Marco.Rosa@cfsc.army.mil)

Promotions Update

By now, restaurant managers should be ready to launch the new seasonal promotion on January 1st. Restaurants that serve sandwiches will serve up a roast beef lover's dream with the Big Chicago Beef sandwich. It's a pile of sliced roast beef drizzled with au jus, then sprinkled with a flavorful topping of jardinière. If you've studied your recipe and are ready to serve it---you'll already know what jardinière is---a mixture of chopped and pickled vegetables. Right? Right!



Restaurants that serve pizza will be treated to a wonderful recipe that utilizes ingredients already on hand. The new Philly Cheese Steak Calzone is a hot handful that packs the same ingredients as our much-loved Philly sandwiches. The calzone is slightly different because it uses pizza cheese and marinara sauce. To those of you in the "trenches," it looks like a Philly sandwich in a brand-new suit. To the guest, it looks like something totally different yet, familiar enough to want to try without risk.

Assuming that you've already ordered and rehearsed cooking the new specials, we extend you A-Great-Big-Pat-on-the-Back. If you haven't, get in that kitchen and rattle those pots and pans! Be ready! The promotion starts January 1st and continues through April 30th. (POC: Sharon Bertschi (703) 508-5894 or email: Sharon.Bertschi@cfsc.army.mil)

Anniversaries

29 December 2002 – Primo's Express, USMA, NY celebrates their 4 year anniversary
11 December 1998 – Strike Zone, Fort Myer, VA celebrates their 8 year anniversary
11 December 1997 – Primo's Express, Fort McCoy, WI celebrates their 9 year anniversary

27 January 2005 – Strike Zone, Fort McPherson, GA celebrates their 1 year anniversary
22 January 2004 – Reggie's Express, MCAS Beaufort, SC celebrates their 2 year anniversary
22 January 2004 – Primo's Express, MCAS Beaufort, SC celebrates their 2 year anniversary
21 January 2004 – Reggie's Pub, USAG, Selfridge, MI celebrates their 2 year anniversary
24 January 2002 – Strike Zone, Fort Belvoir, VA celebrates their 4 year anniversary
27 January 2000 – Strike Zone, Menwith Hill, UK celebrates their 6 year anniversary
18 January 1997 – Primo's Express, Fort Irwin, CA celebrates their 9 year anniversary

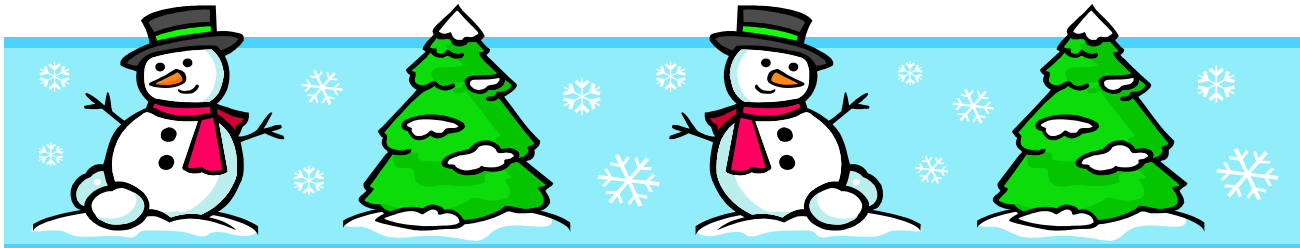
Answers to ServSafe Questions

1. c) Thawing it at room temperature.
2. c) 165 degrees Fahrenheit (74 degrees Celsius) for fifteen seconds.
3. c) 165 degrees Fahrenheit (74 degrees Celsius) for fifteen seconds.

Closing Thought

"Far better to dare mighty things, to win glorious triumphs, even though checkered by failure, than to take rank with those poor spirits who neither enjoy much nor suffer much, because they live in the gray twilight that knows not victory, nor defeat"... Theodore Roosevelt, 1899

Visit us on the web: www.armythemes.org



*Happy Holidays
from your team
at MWR
Branded
Restaurant
Operations!*



Back Row L to R: Virginia Gouin, Jon Bullard, Kerry Soccodato, Tony Marko, Gloria Bailey-Davis, Marco Rosa, Naomi Falsetto
Middle Row L to R: Sharon Bertschi, Trace Kea, Keith Elder, Bill Sewell, Barry Pinsky, Roger Disbrow, Michael Amarosa
Front Row L to R: Roger Weger, Brad Puterbaugh, Jeff Willis, Jerry Simmons, Mike Ambrose

